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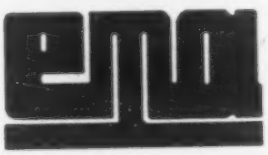

Employment Management Association

1991

National Cost Per Hire

Survey Report

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The Employment Management Association Report

National Cost Per Hire Data - 1991

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The Employment Management Association Report

National Cost Per Hire Data - 1991

The Employment Management Association has recently completed its eighth annual national cost per hire survey. This report contains the results of the 1991 survey as well as significant trend comparisons which reflect the effects of the national economy upon employment activities over the last three years.

The EMA conducts this survey to provide for its members and other interested professionals benchmark data for the evaluation and comparison of their recruitment and staffing activities. Further, industry and geographical averages and various employment category comparisons are offered to assist employment managers in planning and budgeting for the coming year.

■ Significant Findings

- Hiring activity increased 45% from 1990 to 1991, with the aerospace and insurance industries showing the greatest increase in hiring levels.
- Spending by employers increased by almost one million dollars, or 79%, per employer to $2,216,374 in 1991.
- The Overall Cost Per Hire rose 16.2% to $3,449 while the Exempt Cost Per Hire fell 23% from $6,900 in 1990 to $5,409 in 1991.
- Direct Fees dropped sharply in 1991 representing only 10.5% of the total costs of Exempt employment. They were 29% in 1990.
- All Direct Fee average costs continued to escalate with Advertising rising the most; Exempt Advertising costs rose 39% while Overall rose 120%.
- Only 17.7 % of new Exempt employees were relocated to accept employment this year as compared with 20.4% last year, while the average cost of these relocations fell by 22%.
- New to the survey this year, the average Sign-On Bonus was computed to be $5,592.

■ For Further Information

The EMA will continue to offer professional development workshops on the topic of employment costs at regional and national conferences. Specific inquires regarding this survey should be directed to:

Employment Management Association
4101 Lake Boone Trail, Suite 201
Raleigh, NC 27607-6518
(919) 787-6010

■ Acknowledgements

The EMA wishes to express its sincere gratitude to member Gary A. Cluff, of PRC Inc., who is the creator of this survey and author of this report.

Respondent Information

■ Respondents by Nature of Business

Business & Services

Banking	3
Computer/Data Processing	2
Consulting Services	9
Finance	2
Hospitality	1
Insurance	6
Merchandising	3
Publishing	1
Research & Development	2
Transportation	2
Utilities	3
Other Business Services	4

Manufacturing & Industrial

Aerospace	8
Building Materials/Construction	1
Chemicals & Drugs	1
Computers/Business Machines	3
Electrical Machinery & Equipment	3
Food & Beverage Processing	3
Petroleum/Allied Products	1

Government & Non-Profit

Non-Profit Organizations	2
State/Local Government	1

■ Respondents by Category

Exempt	45
Non-Exempt	36
Internal	22
Hourly	14
Overall	61

■ Confidentiality

The EMA is pleased to acknowledge the participation of all the responding companies without whom this survey report would not have been possible. For reasons of privacy, the names of those companies shall remain undisclosed.

■ Validity

The data contained in this survey report reflects estimates and averages presented by the responding organizations. As such, the EMA cannot certify the validity and reliability of the information contained in this report. All readers are encouraged to compute their own cost per hire using the standard cost elements discussed in this survey in order to make any comparison with the averages presented in this report.

Computing Your Cost Per Hire

■ Section A - Employment / Recruiting Office Expenses

Line 1 **Salaries and benefits of Employment/Recruiting office staff**
Estimate the percentage of time spent annually in recruiting and staffing for Exempt, Non-Exempt, Internal and Hourly vacancies by each member of your staff. Compute the actual salary for each staff member, multiply by the percentage that applies to each staffing category, then total. Multiply total salaries by your company's Benefit Multiplier. If unknown, multiply salary totals by 1.30 and enter on Line 1.

Line 2 **Travel, lodging, entertainment expenses of recruiting staff**
Compute the T/L/E expenses of the Employment/Recruiting office staff as they apply to each staffing category. Include: all recruiting-related trips and entertainment; T/L/E expenses for professional development seminars, workshops and conferences, college relations and source development visits, etc. Exclude meetings and training programs that do not utilize or enhance the employment skills of your recruiting staff. Enter totals on Line 2.

Line 3 **Administrative expenses**
Compute or estimate all recruiting-related overhead expenses, including but not limited to: telephone, office space, postage, PR literature, resume books, job posting systems, giveaways, general / image-building advertising, training program and conference attendance fees, employee referral gift awards, computer access charges. Exclude tax deductible contributions to colleges and universities. Enter totals on Line 3.

Line 4 **Sub-Total A**
Total Lines 1, 2, and 3, and enter on Line 4. (Note: If sufficient detail is not available to determine items 1 through 3 above, estimate sub-totals and enter on Line 4.

■ Section B - Other Recruiter's Expenses

Line 5 **Travel, lodging, entertainment expenses for other recruiters**
If other company employees (technical managers, operating staff, etc.) and contract recruiters were utilized, compute or estimate their T/L/E expenses for each column and enter on Line 5. (A representative sample of expense reports may be gathered to compute an average which can be multiplied by the number of trips/events to obtain the totals for this line item.) Exclude recruiters counted in Line 1. Enter totals on Line 5.

Line 6 **Salaries of other recruiters**
Compute or estimate the average day's salary of those other employees utilized as part-time recruiters. Multiply this average by the number of days they were involved in recruiting, including business-hours travel time. Exclude full-time recruiters counted in Line 1. Enter Totals on Line 6.

Line 7 **Sub-Total B**
Total lines 5 and 6 and enter on Line 7. If sufficient information is not available to compute Lines 5 and 6, estimate these sub-totals based upon usage of other recruiters. Never use - Enter 0 on Line 7. Seldom use - Multiply Line 4 by 10% and enter on Line 7. Occasionally use - Multiply Line 4 by 25% and enter on Line 7. Frequently use - Multiply Line 4 by 50% and enter on Line 7.

Computing Your Cost Per Hire (continued)

■ Section C - Company Visit Expenses

Line 8 **Candidate travel, lodging, meal expenses**
Compute or estimate the average expense of each applicant (or transferee) who visits your company for employment consideration. (A representative sample of expense reports may be used to compute this average.) Multiply this average by the total number of applicant visits, not just for those hired. Enter totals on Line 8. EXAMPLE: Your screening ratio shows that 1 out of 4 applicants visiting your company is hired. Your cost of this line item is 4 x Total Hires x Avg. Applicant's T/L/E. [In 1990, the EMA average for Exempt Applicants was $383 per hire.]

Line 9 **Interview workday expenses**
Estimate the average hourly equivalent salary of the company personnel involved in your interview process (e.g. $43,000/yr. = $20.83/hr.) Estimate the average length of a typical applicant's visit (number of hours). Determine the average number of applicants interviewed to fill each position (see screening ratio example on Line 8.) FORMULA: Multiply hourly equivalent salary by hours by applicants by total hires (Line 21, enter totals on Line 9. E.G.: $20.83/hr. x 4 hrs. x 4 apps x 50 hires = $16,664. Enter the total on Line 9. [In 1990, the Exempt average was $233 per hire.]

Line 10 **Other expenses**
Estimate the costs (annualized or average per applicant) of other related expenses including, but not limited to, testing, pre-employment drug screening, credential verification, relocation packets, etc. Enter the appropriate annual expense totals on Line 10. [1990 Exempt average was $57 per hire.]

Line 11 **Sub-Total C**
Total Lines 8, 9, and 10 and enter on Line 11.

■ Section D - Direct Fees

Line 12 **Advertising Fees**
Enter number of hires derived directly as a result of employment advertising in appropriate columns. Compute or estimate total annual job-specific employment advertising expenses. Exclude general advertising charges and job posting expenses included on Line 3. Enter totals on Line 12.

Line 13 **Job Fairs**
For "# Hires," enter the number of hires derived directly as a result of participation in Job Fairs for each category. Compute/estimate total annual job fair participation fees. Exclude recruiter's cost, travel, materials, etc. included in Section A or B. Enter totals on Line 13.

Line 14 **Agency Fees**
Enter number of hires derived through personnel agencies to whom a contingent placement fee was paid in appropriate column. Compute/estimate total annual agency fees. Enter on Line 14.

Line 15 **Executive Search Fees**
Enter number of hires derived through executive search (retainer/contract search). Compute or estimate total annual search and search-research fees paid. Enter total on Line 15.

Line 16 **Employee Referral Cash Awards**
For "# Hires," enter the number of employee referrals hired in each category. Compute the total annual cash payments made to employees for referrals who were hired. Exclude program administration fees and gifts-in-kind included in Line 3. Enter totals on Line 16.

Line 17 **College Recruiting**
Under the heading "# Hires" enter the number of hires directly resulting from your college recruiting program in the appropriate columns on Line 17. No direct fees should be reported for college hires. (Recruiters T/L/E to be reported on Line 2 or Line 5; literature on Line 3.)

Computing Your Cost Per Hire (continued)

Line 18 **Sub-Total D**
Total the expenses from Lines 12, 13, 14, 15, 16, 17 and enter on Line 18.

Line 19 **Total recruitment costs**
Total Lines 4, 7, 11 and 18 and enter on Line 19.

Line 20 **Relocation expenses**
For "# Hires" enter the actual number of new hires and transfers who received relocation expense assistance to accept employment. Enter the actual or estimated total expenses incurred by your company to provide this assistance on Line 20.

Line 21 **Total costs**
Total Lines 19 and 20 and enter on Line 21

Line 22 **Total hires**
Enter number of hires by category for the calendar year on Line 22.

Line 23 **Cost per hire**
Divide Line 21 by Line 22. Enter results on Line 23 (rounded to nearest whole dollar.)

Part II
Supplemental Data (Complete if data is available or can be estimated)

Line 1 **Average Annual Salary of New Hires**
Under each column heading, enter the AVERAGE annual salary or wages of all persons hired in that category. Where wage rates are hourly, multiply by 2080 hours for full-time workers, regardless of actual hours worked during the year.

Line 2 **Recruiter Workload**
Determine the AVERAGE number of open employment requisitions each recruiter was responsible for on a month-to-month basis.

Line 3 **Screening Ratio - Interviews to Hires**
Determine the AVERAGE number of interviews your company conducts to get one hire.
EXAMPLE: 4:1 (round to nearest whole number)

Line 4 **Acceptance Rate**
For each category, determine the percentage of offers made by your company which were accepted.

Line 5 **Time-to-Fill**
Determine the AVERAGE number of days it took from the time an employment requisition was opened until the offer was accepted to fill it.

Line 6 **Time-to-Start**
Determine the AVERAGE number of days it took from the time an employment requisition was opened until the new employee started working in the position.

Line 7 **Source Utilization**
Determine the PERCENTAGE of the various sources utilized to satisfy hiring needs in each category.
NOTE: In the TOTAL column, report Internal Transfers as a percentage of the total hires and transfers completed during the year.

Survey Results: Exempt

Averages

CPH	# Hires	$ Spent per Employer
$5,409	218	$1,178,874

Organizational Responses

	Number	Percent	Avg CPH
Corporation	30	65%	$4,833
Division	7	15	$7,313
Unit	9	20	$8,522

Geographical Analysis - Cost Per Hire by Region

	# Resp	Avg # Hires	Avg $ Spent	Avg CPH
Northeast	6	180	$1,634,446	$ 9,047
Mid-Atlantic	7	230	1,050,141	4,560
Southeast	1	24	325,500	13,500
Midwest	7	76	450,316	5,948
Southwest	3	1,371	2,513,509	1,833
West	21	116	1,184,449	10,182

Averages by Employment Population

Population	% Responses	# Hires	Avg CPH
Less than 500	17%	21	$ 7,241
500 – 1,000	29	52	5,261
1,001 – 2,500	20	52	9,067
2,501 – 5,000	13	170	5,711
5,001 – 10,000	13	337	5,492
10,001 – 25,000	4	2,454	3,003
Over 25,000	4	321	19,336

Categorical Analysis

	% of CPH	CPH
Recruiting Office Expenses	33.0%	$1,785
Other Recruiters Expenses	5.7	308
Applicant Expenses	12.8	692
Direct Fees	17.0	920
Relocation Expenses	31.5	1,704
TOTAL	**100.0%**	**$5,409**

Direct Fees

	Fee per Hire
Advertising	$ 2,034
Job Fairs	1,574
Agencies	9,712
Executive Search	35,353
Employee Referral	179

Average Starting Salary

$ 42,011 CPH equals 10.2% of annual salary

Survey Results: Non-Exempt

Averages

CPH	# Hires	$ Spent per Employer
$1,999	196	$391,931

Organizational Responses

	Number	Percent	Avg CPH
Corporation	23	64	$1,385
Division	8	22	3,944
Unit	5	14	2,020

Geographical Analysis - Cost Per Hire by Region

	# Resp	Avg # Hires	Avg $ Spent	Avg CPH
Northeast	5	77	$ 59,871	$ 776
Mid-Atlantic	7	276	555,334	2,015
Southeast	2	637	3,088,936	4,853
Midwest	5	40	57,377	1,427
Southwest	1	1,015	189,752	187
West	16	141	204,270	1,449

Averages by Employment Population

Population	% Responses	# Hires	Avg CPH
Less than 500	17.0%	19	$ 2,225
500 – 1,000	25.0	42	1,458
1,001 – 2,500	25.0	83	1,480
2,501 – 5,000	14.0	213	450
5,001 – 10,000	14.0	498	2,204
10,001 – 25,000	2.5	1,253	4,824
Over 25,000	2.5	187	187

Categorical Analysis

	% of CPH	CPH
Recruiting Office Expenses	38.0%	$ 760
Other Recruiters Expenses	0.9	18
Applicant Expenses	12.4	248
Direct Fees	8.7	174
Relocation Expenses	40.0	799
TOTAL	**100.0%**	**$1,999**

Direct Fees

	Fee per Hire
Advertising	$ 809
Job Fairs	1,835
Agencies	1,505
Executive Search	-0-
Employee Referral	131

Average Starting Salary

$16,372 CPH equals 12.2% of annual salary

Survey Results: Hourly

Averages

CPH	# Hires	$ Spent per Employer
$3,249	174	$564,809

Organizational Responses

	Number	Percent	Avg CPH
Corporation	6	43%	$3,781
Division	3	21	1,586
Unit	5	36	598

Geographical Analysis - Cost Per Hire by Region

	#Resp	Avg # Hires	Avg $ Spent	Avg CPH
Northeast	2	10	$ 11,600	$ 1,221
Mid-Atlantic	1	22	41,089	1,868
Southeast	0	n/a	n/a	n/a
Midwest	4	59	80,446	1,369
Southwest	1	303	95,873	316
West	6	338	1,331,700	3,938

Averages by Employment Population

Population	% Responses	# Hires	Avg CPH
Less than 500	21%	332	$ 512
500 – 1,000	14	67	608
1,001 – 2,500	30	100	1,050
2,501 – 5,000	21	194	1,701
5,001 – 10,000	7	8	11,015
10,001 – 25,000	0	n/a	n/a
Over 25,000	1	1,906	4,059

Categorical Analysis

	% of CPH	CPH
Recruiting Office Expenses	84.0%	$2,729
Other Recruiters Expenses	0.2	7
Applicant Expenses	11.8	383
Direct Fees	2.0	65
Relocation Expenses	2.0	65
TOTAL	**100.0%**	**$3,249**

Direct Fees

	Fee per Hire
Advertising	$ 243
Job Fairs	179
Agencies	2,120
Executive Search	-0-
Employee Referral	n/a

Average Starting Salary

$15,678 CPH equals 20.7% of annual salary

Survey Results: Internal Transfers

Averages

CPH	# Transfers	$ Spent per Employer
$4,167	452	$1,295,212

Organizational Responses

	Number	Percent	Avg CPH
Corporation	14	64%	$4,243
Division	3	14	3,979
Unit	5	22	1,205

Geographical Analysis - Cost Per Hire by Region

	# Resp	Avg # Hires	Avg $ Spent	Avg CPH
Northeast	4	29	$ 146,047	$4,994
Mid-Atlantic	4	505	334,191	662
Southeast	0	n/a	n/a	n/a
Midwest	3	17	14,197	819
Southwest	2	107	25,748	107
West	9	838	4,381,294	838

Averages by Employment Population

Population	% Responses	# Hires	Av. CPH
Less than 500	15%	103	$ 496
500 - 1,000	30	92	892
1,001 - 2,500	20	263	3,861
2,501 - 5,000	10	23	4,858
5,001 - 10,000	15	2,636	558
10,001 - 25,000	0	0	n/a
Over 25,000	10	6,829	5,669

Categorical Analysis

	% of CPH	CPH
Recruiting Office Expenses	6.0%	$ 250
Other Recruiters Expenses	0.0	n/a
Applicant Expenses	0.4	17
Direct Fees	0.0	n/a
Relocation Expenses	93.6	3,900
TOTAL	**100.0%**	**$4,167**

Direct Fees

Not applicable

Average Starting Salary

$30,928 CPH equals 13.5% of annual salary

Survey Results: Overall

Averages

CPH	# Hires	$ Spent per Employer
$3,449	625	$2,216,374

Organizational Responses

	Number	Percent	Avg CPH
Corporation	37	61%	$3,925
Division	14	23	2,117
Unit	10	16	5,006

Geographical Analysis - Cost Per Hire by Region

	# Resp	Avg. # Hires	Avg. $ Spent	Avg. CPH
Northeast	8	231	$1,504,890	$ 6,522
Mid-Atlantic	12	631	1,310,014	2,077
Southeast	2	649	3,249,510	5,011
Midwest	11	163	581,930	3,568
Southwest	3	1,882	3,867,243	2,055
West	25	798	3,317,502	4,155

Averages by Employment Population

Population	% Responses	# Hires	Avg CPH
Less than 500	16%	93	$ 2,580
500 – 1,000	26	111	2,996
1,001 – 2,500	23	208	2,902
2,501 – 5,000	13	414	3,020
5,001 – 10,000	12	1,056	2,593
10,001 – 25,000	5	2,054	3,372
Over 25,000	5	5,209	4,420

Categorical Analysis

	% of CPH	CPH
Recruiting Office Expenses	27.0%	$ 931
Other Recruiters Expenses	2.4	83
Applicant Expenses	8.1	279
Direct Fees	10.5	362
Relocation Expenses	52.0	1,794
TOTAL	**100.0%**	**3,449**

Direct Fees

	Fee per Hire
Advertising	$ 1,661
Job Fairs	1,032
Agencies	7,783
Executive Search	49,532
Employee Referral	174

Average Starting Salary

$33,661 CPH equals 10.2 % of average annual salary

Average Employer Expenses

Exempt	1990	1991
Employment / Recruiting Office	$ 288,182	$ 382,208
Other Recruiting Expenses	19,285	66,384
Company Visit Expenses	101,288	148,418
Direct Fees	333,935	197,411
Relocation	407,632	364,982
TOTAL	**$1,131,689**	**$1,178,874**

Overall	1990	1991
Employment / Recruiting Office	$ 392,089	$ 603,828
Other Recruiting Expenses	49,758	54,154
Company Visit Expenses	125,585	182,907
Direct Fees	336,430	233,998
Relocation	578,611	1,173,896
TOTAL	**$1,271,737**	**$2,216,374**

NOTE: Expense category amounts will not equal Total since not all respondents provided data in each category.

■ Company Visit Expenses - Exempt

Per hire costs also include expenses of unsuccessful applicants.

Exempt	1988	1989	1990	1991
Candidate travel	$456	$ 635	$383	$284
Management interview time	334	282	233	345
Drug tests, credential verification	117	86	57	64

Employers found a lesser need for candidate travel and accommodations in the high-supply job market. Managers spent a little more time choosing the right candidate. Drug testing continued while testing costs fell.

National Comparisons

■ Regional Averages

Region	Exempt	Non-Exempt	Internal	Hourly	Overall
Northeast	$ 9,047	$ 776	$4,994	$1,221	$6,522
Mid-Atlantic	4,560	2,015	662	1,868	2,077
Southeast	13,500	4,853	n/a	n/a	5,011
Midwest	5,948	1,427	819	1,369	3,568
Southwest	1,833	187	241	316	2,055
West	10,182	1,449	5,227	3,938	4,155

■ State Averages

	Exempt		Non-Exempt		Overall	
State	Hires	CPH	Hires	CPH	Hires	CPH
Arizona	27	$21,927	16	$2,213	87	$ 9,424
California	124	9,548	159	1,439	662	5,152
Colorado	7	6,298	n/a	n/a	385	391
District of Columbia	14	6,267	16	3,345	65	3,903
Georgia	n/a	n/a	1,253	4,824	1,253	4,824
Illinois	46	5,514	59	464	154	1,586
Massachusetts	52	10,897	172	598	235	2,920
Maryland	214	10,986	539	2,588	1,259	2,385
Missouri	17	13,961	41	2,859	80	4,880
New Jersey	454	8,928	14	2,938	462	8,820
New York	n/a	n/a	n/a	n/a	120	5,543
North Carolina	24	13,500	20	6,700	44	10,443
Ohio	193	5,311	2	257	256	5,521
Pennsylvania	37	7,890	14	1,871	107	5,621
Texas	2,054	1,825	1,015	187	2,631	2,172
Virginia	293	2,197	418	1,251	466	1,746
Washington	n/a	n/a	n/a	n/a	5,235	1,205
Wisconsin	18	6,672	n/a	n/a	95	4,397

Industry Comparisons

Average cost per hire by industry and by category of employment

■ Exempt

	1990			1991			% Change
	Resp	Avg Hires	CPH	Resp.	Avg Hires	CPH	
Consulting Services	2	117	$3,523	4	332	$1,925	-45
Insurance	5	101	7,290	5	868	2,039	-72
Merchandising	1	6	2,408	3	55	7,735	+221
R & D	7	159	10,957	2	468	8,652	-21
Utilities	6	122	10,829	3	135	13,463	+24
Other Bus. Services	14	257	4,345	2	119	4,766	+9
Aerospace	6	317	6,759	6	111	7,427	+9
Computers/Bus. Mach.	6	106	5,328	3	101	6,423	+20
Elec. Mach & Equip	3	36	10,879	3	37	13,712	+26
Food & Bev Processing	3	162	14,254	2	28	16,110	+13
Non-Profits	2	17	4,430	2	53	828	-81

■ Non-Exempt

	1990			1991			% Change
	Resp	Avg Hires	CPH	Resp.	Avg Hires	CPH	
Consulting Service	1	492	$1,944	3	473	$ 749	-61
Insurance	5	199	1,571	5	154	815	-48
Utilities	4	395	3,062	3	204	6,228	+103
Aerospace	3	59	596	6	246	4,345	+629
Computers/Bus. Mach.	6	76	1,193	3	50	1,473	+23
Elec. Mach & Equip	3	13	4,545	2	24	1,458	-68
Food & Bev Processing	1	35	3,006	2	20	1,949	-35

■ Overall

	1990			1991			% Change
	Resp	Avg Hires	CPH	Resp.	Avg Hires	CPH	
Banking	4	1,051	$1,317	3	806	$1,747	+33
Computer/DP	8	548	2,244	2	279	4,024	+79
Consulting Services	3	329	2,910	8	559	1,466	-50
Finance	3	529	5,296	2	152	2,261	-57
Insurance	6	339	2,731	6	852	1,851	-32
Merchandising	1	296	221	3	457	3,945	+1,685
Research & Dvmt	7	462	4,448	2	477	8,527	+91
Transportation	3	112	3,622	2	100	2,385	-34
Utilities	7	379	5,231	3	149	3,539	-32
Other Bus. Services	17	620	1,764	4	128	4,684	-65
Aerospace	7	359	5,591	8	953	2,371	-58
Computers/Bus. Mach.	6	194	3,435	3	160	4,606	+34
Elec Machinery & Equip	3	247	2,115	3	75	7,351	+148
Food & Beverage Proc	3	201	11,590	3	69	5,117	-56
Non Profits	3	117	1,253	2	108	2,433	+94
Overall Avg		**429**	**$ 2,967**		**625**	**$3,449**	**+16**

Part II - Supplemental Data

■ Average Starting Salaries

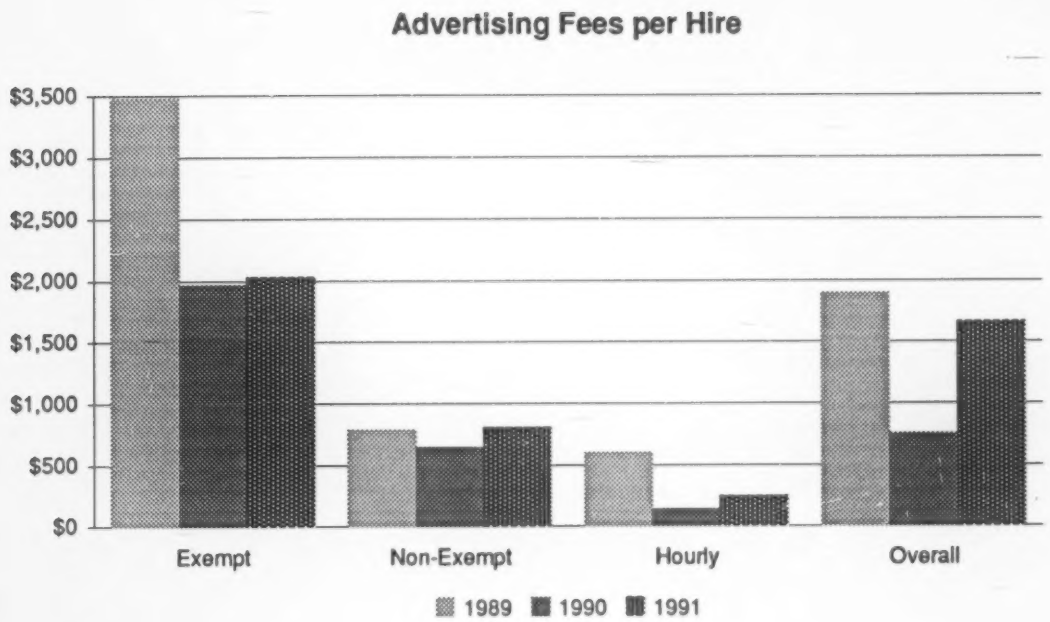
	1989	1990	1991
Exempt	$38,938	$40,569	$42,011
Non-Exempt	18,836	21,308	16,372
Internal	30,406	24,845	33,177
Hourly	17,349	16,171	15,678
Overall	28,389	31,374	33,661

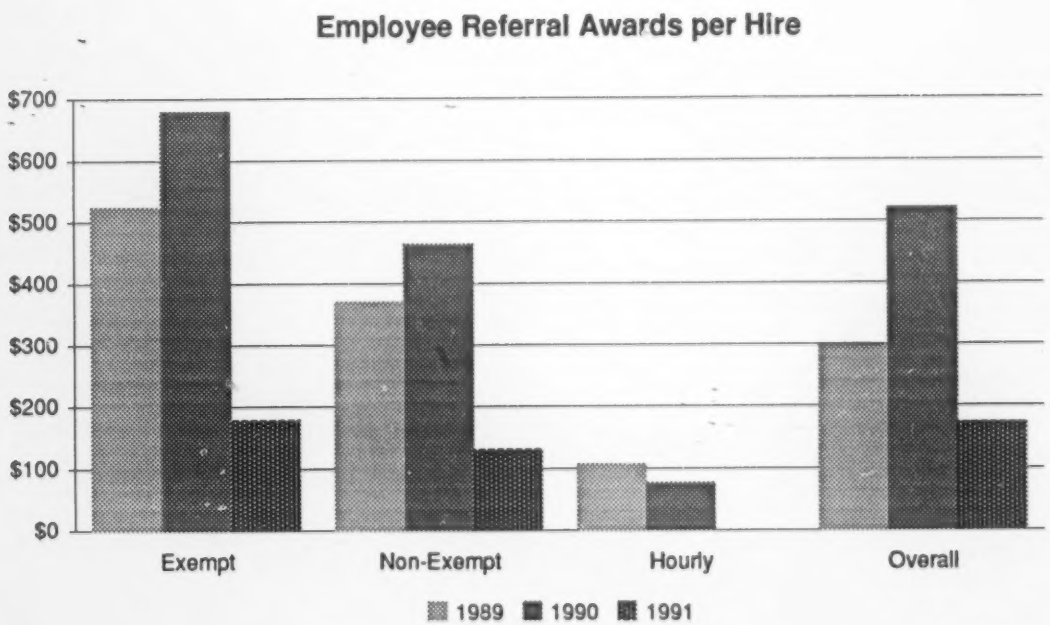
■ Employment Efectiveness Measures

	Exempt	Non-Exempt	Internal	Hourly	Overall
Recruiter Workload	8	10	6	7	16.3
Screening Ratio	6:1	6.3:1	4.8:1	4.8:1	4.6:1
Acceptance Rate	83%	92%	95%	80%	85%
Time-to-Fill	58 days	28 days	32.5 days	25 days	41.4 days
Time-to-Start	66 days	34 days	44 days	33 days	49.6 days
Voluntary Turnover	10.7%	11.4%	n/a	19.2%	14.13%
Involuntary Turnover	6.7%	7.1%	n/a	14.2%	6.59%
Sign On Bonus %	13.4%	0%	0%	0%	12.8%
Avg Sign On Bonus	$6,411	n/a	n/a	n/a	$5,592

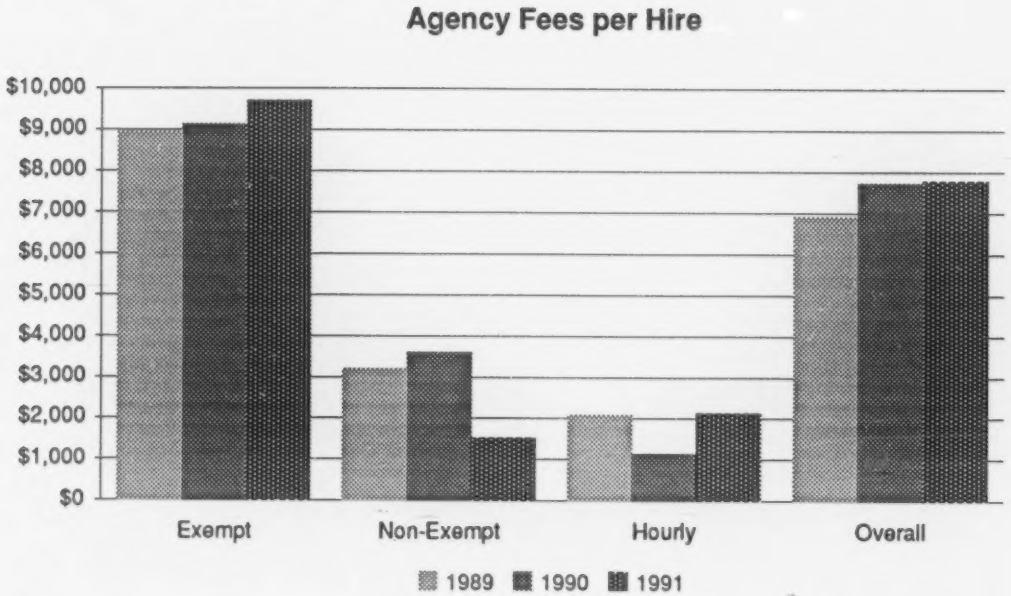
NOTE: Overall column may not be sum of averages for all other columns. Respondents may not have provided input for each category (or column).

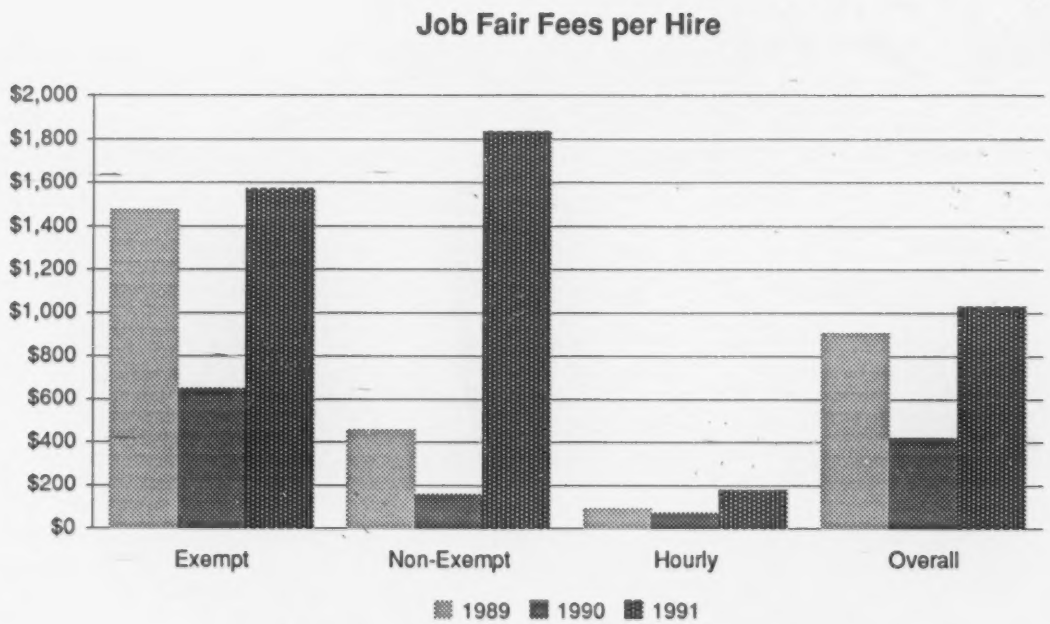
Direct Fee Trends



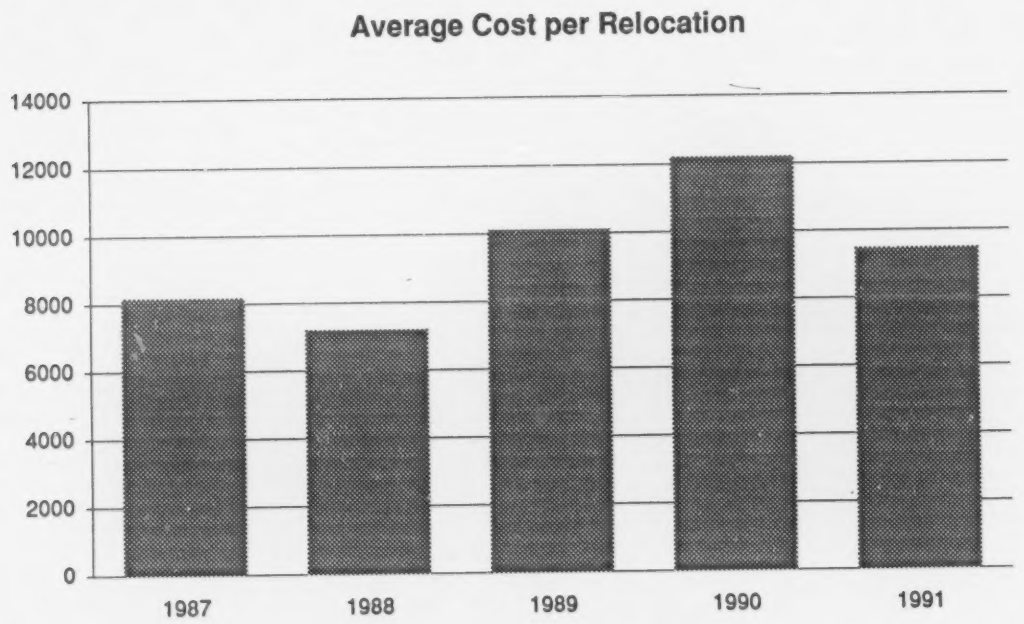


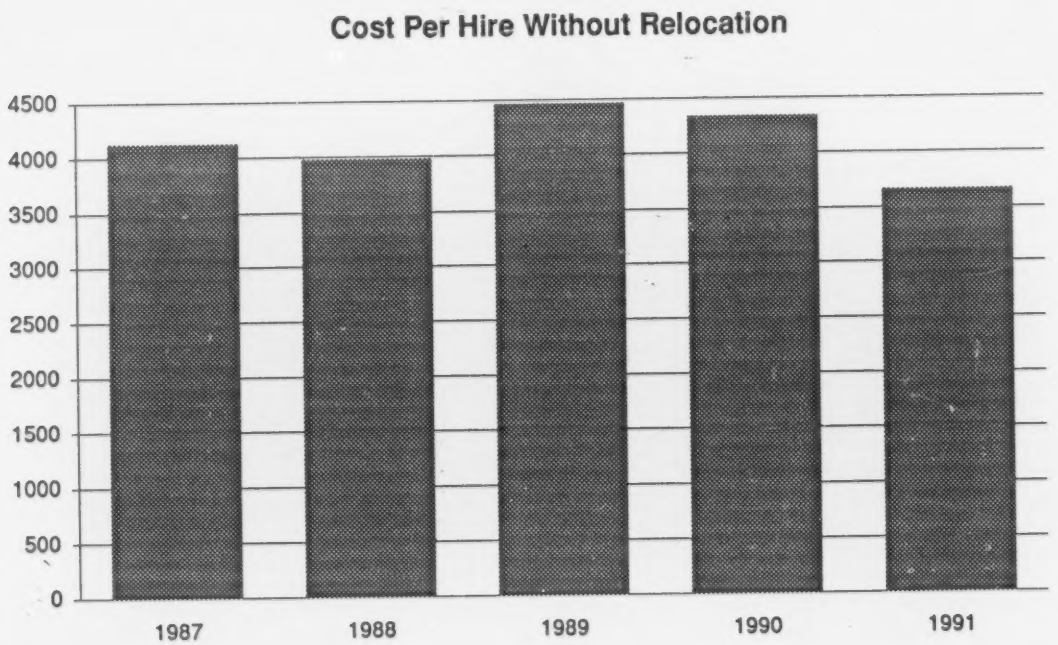
Direct Fee Trends





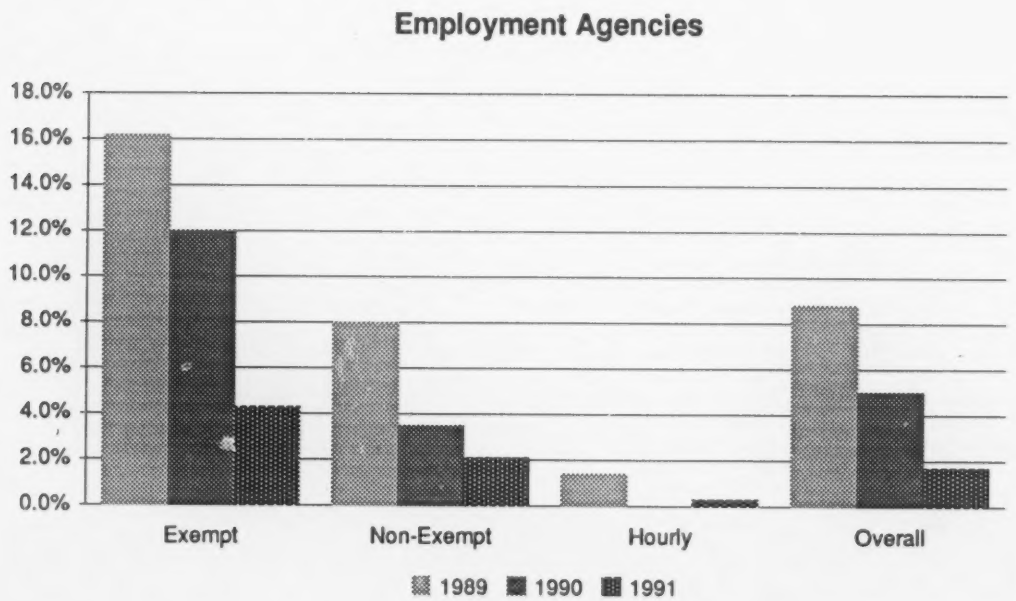
Relocation Trends for Exempt Hires

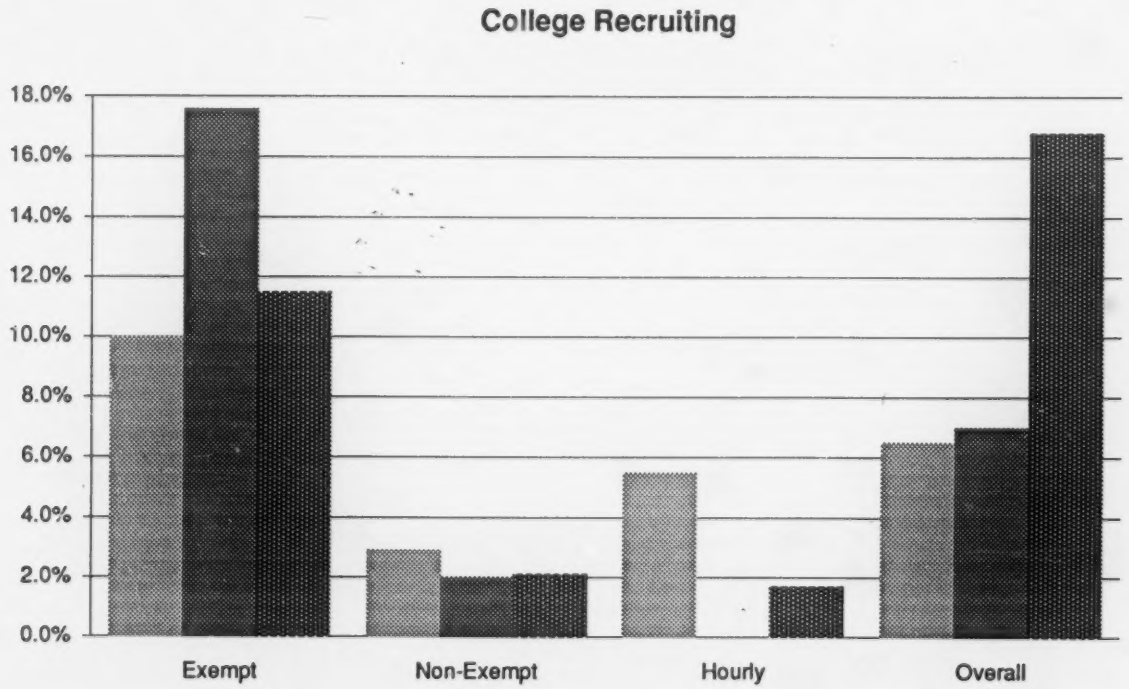




Source Utilization Trends

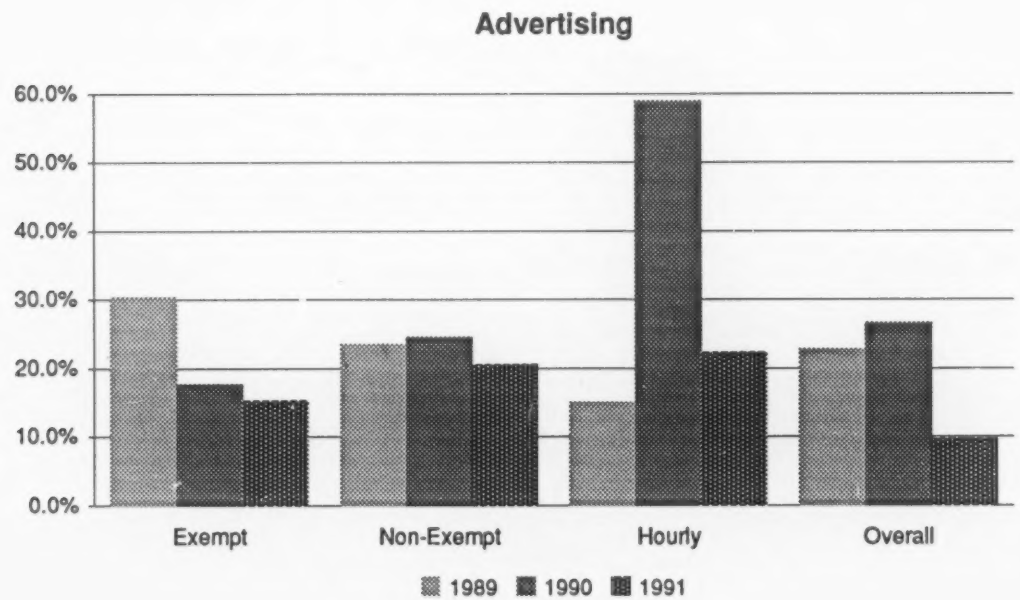
Percent of jobs filled through specified sources

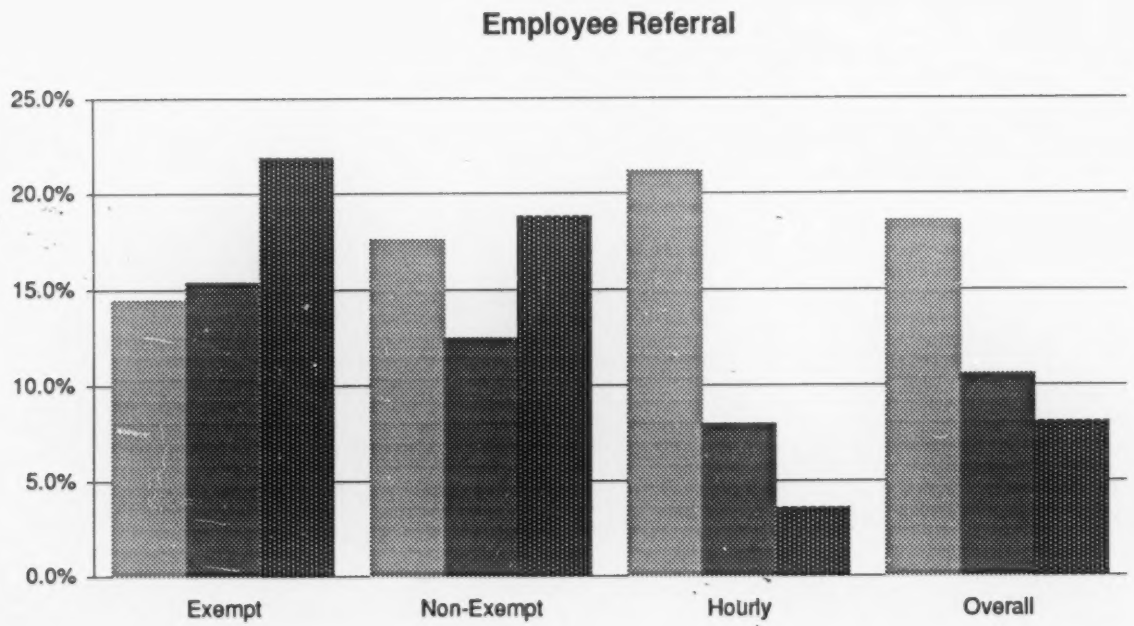




Source Utilization Trends

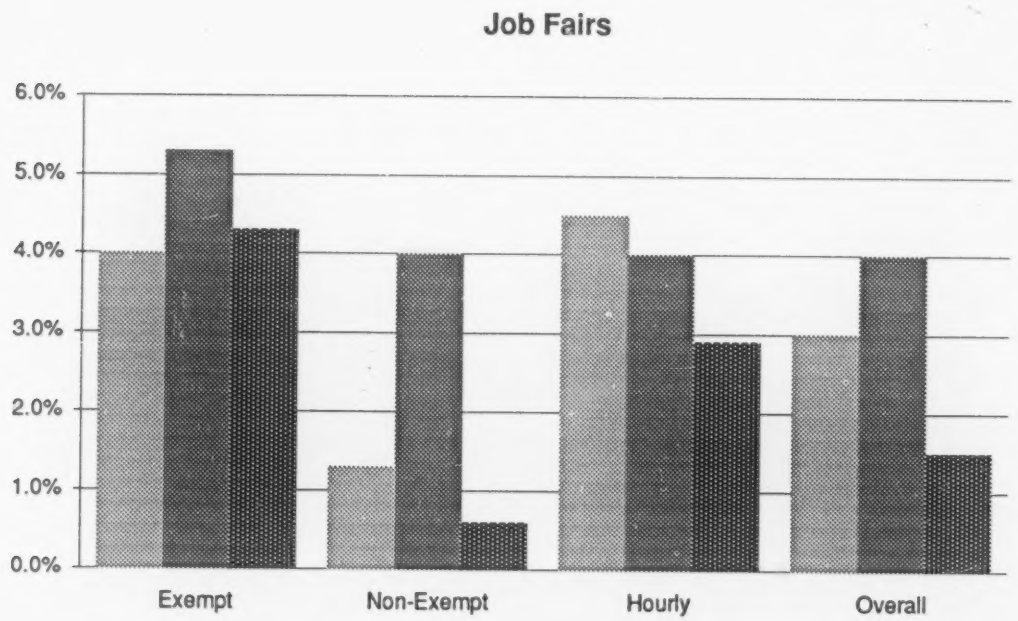
Percent of jobs filled through specified sources





Source Utilization Trends

Percent of jobs filled through specified sources



Direct Fee and Relocation Trends

See charts on pages 14-16

	1989	1990	1991
Advertising Fees per Hire			
Exempt	$3,488	$1,967	$2,034
Non-Exempt	$789	$648	$809
Hourly	$602	$142	$243
Overall	$1,898	$756	$1,661
Employee Referral Awards Per Hire			
Exempt	$525	$679	$179
Non-Exempt	$371	$464	$131
Hourly	$108	$77	$0
Overall	$299	$522	$174
Agency Fees Per Hire			
Exempt	$8,945	$9,130	$9,712
Non-Exempt	$3,214	$3,604	$1,505
Hourly	$2,067	$1,135	$2,120
Overall	$6,904	$7,718	$7,783
Job Fair Fees Per Hire			
Exempt	$1,477	$653	$1,574
Non-Exempt	$459	$161	$1,835
Hourly	$94	$75	$179
Overall	$908	$422	$1,032
Executive Search Fees Per Hire (Exempt Only)			
Exempt	$22,140	$31,256	$35,353

Relocation Trends: Average Exempt Cost Per Relocation

	1987	1988	1989	1990	1991
Exempt	$8,163	$7,198	$10,100	$12,188	$9,477

Relocation Trends: Cost Per Hire Without Relocation

	1987	1988	1989	1990	1991
Exempt	$4,127	$3,981	$4,460	$4,335	$3,659

Source Utilization Trends

See charts on pages 17-19

Source Utilization

(Percentage of jobs filled through specified sources)

Advertising	**1989**	**1990**	**1991**
Exempt	30.4%	17.7%	15.3%
Non-Exempt	23.5%	24.5%	20.5%
Hourly	15.0%	59.0%	22.3%
Overall	22.8%	26.6%	9.7%
Employee Referral			
Exempt	14.5%	15.4%	21.9%
Non-Exempt	17.6%	12.5%	18.8%
Hourly	21.2%	8.0%	3.6%
Overall	18.6%	10.6%	8.1%
Employment Agencies			
Exempt	16.2%	12.0%	4.3%
Non-Exempt	8.0%	3.5%	2.1%
Hourly	1.4%	0.0%	0.3%
Overall	8.8%	5.0%	1.7%
College Recruiting			
Exempt	10.0%	17.6%	11.5%
Non-Exempt	2.9%	2.0%	2.1%
Hourly	5.5%	0.0%	1.7%
Overall	6.5%	7.0%	16.8%
Job Fairs			
Exempt	4.0%	5.3%	4.3%
Non-Exempt	1.3%	4.0%	0.6%
Hourly	4.5%	4.0%	2.9%
Overall	3.0%	4.0%	1.5%

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